CHAPTER-II

REVIEW OF RELATED LITERATURE
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2. Review of Related Literature

Review of the related literature survey is the essence of the old studies and helps the researcher to address and find out the gaps between the research and finally establish the scope for further research. Training and development are indispensable elements of all business today and is critical for any organization or sector that aims to grow and prosper. Lubricant’s is one of those sectors wherein T&D is critical for the employees and business.

Henry (1975) through Manage your Sales Force as a system gave clear analysis of sales activities, sales force as a part of the corporation's marketing system, identified sales managers input & output variables, measured the efficiency, discussed about Power of First Line Managers (FLM's) and desired changes to obtain desired efficiency. In this study observational study design was used with sample of sales managers and front-line managers. This study does not differentiate the training program employed for B2C & B2B Sales Force & its effectiveness.

Zimmer and Hugstad (1981) study of a contingency approach to specializing an industrial sales force proposed the use of contingency approach to sales force specialization. Progressive firms like IBM, Xerox in those days recognized the need of sales specialization and were adapting their sales force more effectively to the market place by specializing their sales force more precisely. These firms used psychographic, socio-cultural & functional specialization along with traditional forms strongly wherein overall benefits outweighed the increased costs. There was no one-best way to structure the sales force but yes using contingency approach optimal form of specialization was worked on after analyzing the 12 situational variables. The appropriate sales structure was dependent upon intuitive appeal, prima facie validity and empirical research which worked out finally best profitability. Descriptive Study (Empirical research) was carried out by the authors to explain the contingency approach to specializing an Industrial Sales force. Here in this paper authors worked on empirical research - which was carried out to finally propose a contingency approach of sales force specialization after analyzing the 12 situational variables. This
study does not stressed more upon the B2B training needs & effectiveness but in general stressed upon the specialization of sales force for better utilization and ultimately maximum profitability for the firms.

Dubinsky, Alan & Staples (1982) in the study of sales training: sales people’s preparedness and managerial implications gave the analyzes of salespeople's degree of preparedness to use various sales techniques in the selling process. They discussed about recruiting & selecting potential salespeople and important was training new & present salespeople & know them how to perform their jobs. The sales training herein addressed the topics of product knowledge, market & competitive information, company policies & procedures, and selling skills. A useful structure for understanding the sales process and the various selling techniques salespeople used in the sales process was captured in the Personal Selling Process (PSP). The PSP consisted of a set of steps a salesperson passed through when making a sale. For each step, a salesperson employed several selling techniques unique to a given step. Salespeople were best prepared for the post-presentation stage, that is, one-half or more of the respondents judge themselves to be prepared to use a larger proportion of post-presentation techniques than pre-presentation or presentation techniques. This study didn’t differentiate the training methods & effectiveness.

Hennessey (1988) reviewed the study of accelerating the salesperson learning curve, with the help of the case study of Microcomputer Software Application-SELLSTAR. In 1987 the high cost of personal selling drove many companies to increase the productivity of field sales, with improved training, better supervision, and an increased use of information technology. Improving sales force productivity took a variety of different forms, such as improved lead management to direct the sales person to the best prospect, or portable computers which improved order processing and communications with customer or account management software which organized all account information and improved call planning. SELLSTAR! which was an excellent example of the sales-person software. The product combined all the attributes of a typical account management with artificial intelligence technology. The sales person who used SELLSTAR had a consultant to help him through the sales process. The program was easy to use, with many pop-up windows to describe items which may not be familiar to the salesperson. The documentation and tutorial were helpful to learn the many features of the product which was not copy protected. The
software was registered with the company to receive upgraded information. The product was designed for a complex business-to-business sales process, with a long sales cycle and multiple members of the buying group. Use of the product could be enhanced by some initial training of the sales people, first was to understand how to use the product, and second was to understand the knowledge base on which the product was based. The use of artificial intelligence for field sales people was an excellent idea. SELLSTAR was one of the first software products in the sales area. It was an excellent example of how the knowledge of experienced sales-people was passed on to novice salesperson at a low cost in a short time period and set an example of accelerating learning curve of salesperson via artificial intelligence. This study discussed about increasing the sales productivity and accelerating learning curve but didn’t discuss about the training and development effectiveness & impact.

Honeycutt & Stevenson (1989) explored through the study about evaluating sales training programs that industrial marketers continued to focus sales training evaluation efforts on trainee reaction to the program and evaluating sales performance in the field. Very few measured the results of the training program. Restrictions- "time and money" and "difficulty in obtaining data" mainly impeded sales managers' evaluation efforts. Only one in five sales managers stated that a training program's results should be measured. These findings suggested that most company’s evaluation efforts remain subjective in nature, and that increased evaluation sophistication must be implemented if the training program's contribution to the firm was to be objectively determined. These findings suggested that firms needed certain modifications to their sales training evaluation procedures. Some of the proposed changes were based on the findings of this research, while others were based on a normative model of effective training. All required the interest and support of upper management for implementation. Effectiveness was on the back foot in this study which needs to be explored upon.

Chonko, Tanner & Weeks (1993) in their journal of sales training: status and needs examined and guided that Initial training, continuing education and management development activities continued to receive attention in the industrial sector (Honeycutt and Ford 1991). Firms were looking more and more for ways to improve the productivity and profitability of their sales force. The challenge in that case lied in determining how effective these training programs actually are. One measure of
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effectiveness was satisfaction of training participants/ sales people. Here in a survey was conducted upon subscribers to a sales publication to understand salesperson’s perceptions of the relative success of types of educational programs. Here authors shared the results of this survey and provide managerial implications. They described that a salesperson's long-term motivation comes from the commitment to and pride in doing one's job (Chonko, Enis, and Tanner 1992) and explained that a first-class training program represented a critical first step in instilling that commitment and pride. A sales training program, ideally, should be used to develop well-rounded sales people who perform at high levels. Here results suggested that training is viewed as a help, not a hindrance, to performance. Authors via sample indicated that organizations are ignoring areas that affect training effectiveness -perceptions of company commitment to training, communication of the benefits of training, feed-back from supervisors, and rewards for learned behaviors. Many sales training programs appeared to do little to get sales people involved in the program & Involvement can be cultivated by simply asking sales people what they need or want from a training program. Asking salespeople what is needed ensures involvement and increases the likelihood that sales-people will accept the program. Authors stressed that with the greater demand for productivity and an increasing desire to facilitate cross-functional decision-making as company culture, training programs that foster sales trainee commitment and involvement must be designed. Senior sales, marketing and other functional areas should play increasingly important roles in shaping courses and actual training. Companies then should place increasing reliance on internally developed, customized training programs. Sales trainees ultimately will play an increasing role in need assessment and topic development. Finally, the results of training will be monitored more closely to ensure that they support company and personal objectives.

Honeycutt. Jr, Ford and Rao (1995) in their article of sales training: executive research needs described about sales training researches and publications and the usefulness sighted by sales training executives which were of real help to training practitioners. Depending upon the findings of the study academicians were able to provide more useful researches pertaining to effectiveness of sales training, discovered more efficient methods of training & administering sales training, improving & increasing customer relationships & behavior and finally throw more
light on the sales managers role in sales trainings. Via this study author stated that academicians were able to understand sales practitioners view point and problems and were able to effectively reduce the industry/academic relevancy gap via useful researches. This study contribution was that it attempted to provide a clearer picture of the potential marketplace of sales management academicians. This study was of help to academicians to support sales training practitioners in their everyday myriad problems. Descriptive study -Mail survey-Questionnaire method was employed as a study design in this study. Here author used Descriptive Research design where-in Cross Sectional survey was conducted. Respondents were members of NSSTE-National Society of Sales Training Executives from industrial goods, consumer goods and service industry. Survey was done via 4-page questionnaire & rating of 34 subareas of sales training by members. Here in though it was discussed about the sales trainings &effectiveness ,relevance& improvements and also about the usefulness of the researches/publications carried out in sales training for sales trainers and practitioners but it doesn’t differentiate about the training program for B2B & B2C sales FLM's.

Shepherd and Ridnour (1995) presented through the training of sales managers: an exploratory study of sales management training practices, the results of the empirical study carried on NSSTE members which focused on the current practices used in the sales training of Sales managers across American businesses. The study focused on both the approaches used to train sales managers and the content of the training. Churchill, Ford, Hartley and Walker (1986) pointed out, training was one of the most important ingredients leading to success in the personal selling position. A mail questionnaire was developed in consensus with sales managers and sales trainers and was floated to all NSSTE 114 members out of which 93 complete responses were received with an 82% response rate. The questionnaire floated included sales management training approaches, instructors, methodologies, locations and content wherein respondents were asked for rating on a 7-pointer scale for usage level and against perception of effectiveness. Exploratory study was carried out via questionnaire method to decide upon the best research design. Since exploratory study was carried out so research design was yet to decide upon. Sampling was done from population of NSSTE members out of which a sample unit of 114 members was identified and was questioned to rate on a 7-pointer scale for sales training usage level.
and perception of effectiveness. This paper hinted upon the important topics of competitive analysis, quota setting, forecasting & developing a strategic business plan and less focus on sales management trainings. Scope of study was: more focus on sales management training, choice of sales trainers, more inclusion of senior sales managers for training new sales managers (expert system approach detailed by Rubash, Sullivan and Herzog, 1987) and more focus on those organizations which gave more value and have commitment to trainings and understand that sales managers were crucial which can affect the bottom line. This study doesn't differentiate about the training program for B2B & B2C sales FLM's. This study was less focused on sales management trainings, less than half inclusion of senior sales managers/persons for training of sales managers, study just focused on selective corporate of NSSTE members and not many organizations at large.

Anderson, Mehta & Strong (1997) attempted in the study of an empirical investigation of sales management training programs for sales managers, that newly selected sales managers normally have problems making a successful transition from personal selling to sales management. Yet, sales management training remains one of the most neglected areas in the personal selling and sales management literature. Findings from these studies revealed that most sales managers received little or no formal training for their sales management roles, and that the training provided to them had many weaknesses. This study investigated the availability and characteristics of sales management training programmes from the perspective of sales managers. First, this study was primarily descriptive in that the data were not amenable to sophisticated statistical testing procedures. Second, it was possible that variables such as the type of organization, customer category, and the competitive environment may be related to sales management training practices. Breakouts by these separate variables might provide valuable information on sales management training practices. Third, although three different areas comprising forty-two sales management training topics were identified, they did not represented an exhaustive inventory of a sales manager's overall job responsibilities. Fourth, this research examined various facets of the sales management training process, but no attempt was made to disclose which sales management training forms, sites, methods, instructors and topics enhanced the effectiveness or overall performance of sales managers. Although this study has provided empirical evidence on the extent to which the sales
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Manager training process permeates different organizations, additional research is warranted to expand the extent knowledge in this important area of sales management. Future research should address the above mentioned limitations as well as other important issues not investigated in this study. Future studies should be carried out to examine the impact of sales management training on the long-run performance of sales managers, the influence of sales management training on sales manager job satisfaction, turnover, role conflict, role ambiguity and leadership effectiveness also need to be explored using more rigorous statistical testing procedures. Above mentioned findings provided a base from which future research can be focused on increasing the effectiveness of sales management training programs.

Wasser, Dahneke, Pekkarinen & Weissel (2004) stressed upon in their case study of smarter segmentation for your sales force, on success of Hill Rom's Health-care equipment manufacturer's sales due to segmentation, tailored the sales approach as per segments & right-sized the sales force. Semi-experimental study design was conducted /used with the sample unit of sales people and customers interview method and customers were divided into 8 segments under 2 groups - prime and key customers. Case study in Health care business segment in saturated market was discussed in this study.

Attia, Honeycutt Jr., and Leach (2005) through their research paper on a three stage model for assessing and improving sales force training and development, extended the growing body in the area of research of sales training evaluation for the sales managers by proposing a 3-stage model: 1) training needs for sales persons, 2) training impact on trainees, 3) training impact on the firm. This study provided the insights to sales managers and academicians with a simplified but yet comprehensive model-a sales assessment framework- for sales training evaluations, wherein sales managers were intervene and were aligned with the trainings according to company's strategic focus, were able to calculate the cost and improved upon the training actually required for front line sales managers. Descriptive Study (case study) method was used by author to explain the 3-stage model. Though authors explained about the 3 stage model using descriptive study method about sales training evaluation but were of the view that generalizability of findings is a point of concern and there were issues with study design & measurement which opened the doors for scope of further study. Most
training assessment studies were relied upon findings from single case study (e.g. Warr, Allan and Birdi, 1999). Even Johnston, Leach and Liu, 1999 argued that Case study methodology was particularly insightful for B2B research, however generalizability of findings required consistent pattern of findings across case studies. Second research design was Experimental design which was most powerful & advantageous tool for evaluating sales training outcomes (Dubinsky 1981, Warr, Allan and Birdi 1999; Zenger & Hargis 1987) but only issue was that Experimental & longitudinal studies remained rare in published form. Issues with study design and measurement were the prime concerns/gaps in this study.

Zoltners, Sinha & Lorimer (2008) examined in sales force effectiveness: a framework for researchers and practitioners and presented in this study a Sales Force Effectiveness Framework that organized the complexities of sales organizations which in turn provided a holistic approach & defined & assessed sales force effectiveness. The same framework was used by Sales practitioners to diagnose sales force issues and develop multidimensional solutions, either when responding to external and internal events or when striving to improve. Sales researchers used the framework to discover ways to expand their research focus to benefit practitioners. The framework was supported by an inventory of sales force effectiveness issues from sales leaders and academic publications. Sales practitioners and researchers both got benefit from a systematic and comprehensive approach to assessing sales force effectiveness. By organizing the complexities of the Selling World and the Sales System, the Sales Force Effectiveness Framework provided a holistic and consistent view of sales organizations that sales practitioners and academics used to assess sales force effectiveness and diagnosed and addressed sales force issues and concerns. The framework suggested three opportunities for additional research. First, broader, Issue-based research was needed to address the issues that practitioners find to be most salient and challenging. Several illustrative examples were • What was the best way to motivate a sales force that has grown complacent? • How to prevent the best sales people from leaving the company and taking business to competitors? • How to get a sales force to allocate time appropriately across products and customer segments? When was structure, incentives, or performance management the most appropriate solutions? • How to create a culture of responsibility and accountability? • How to overcome a weak sales management team? • How to manage poor performers
effectively? Research helped to establish theories and build practical processes for adjusting the sales force effectiveness drivers to address those and other critical sales management concerns. This research was particularly challenging and also very powerful because addressing these issues required multi driver solutions. Second, research was needed that helped companies better assess and track sales force effectiveness driver performance and measured the return on investment of different drivers. Analytical tools were improved and extended through research, resulting in more accurate sales force effectiveness assessment. Finally, more research was needed that focused on individual sales force effectiveness drivers to define best practices or best processes and revealed what works and what does not, and developed driver improvement methods. Interestingly, the biggest effect likely came from blend of quantitative and qualitative disciplines. The framework provided a starting point upon which multidisciplinary studies were built.

Olaniyan et al. (2008) in their study of staff training and development: a vital tool for organizational effectiveness has hinted upon the relative importance of Staff – training and development in relation to the organizational progress and effectiveness. The need for the improved productivity was the universally accepted fact for which efficient and effective trainings played the crucial role. As explained by the authors that training was a systematic development of knowledge skills and attitude of employees to excel in their job and for organization to grow. Though new entrants carried new skills but to address the gap between expected and known skill sets organizations imparted training so as to develop the employees and took the organization to new levels of performance. Main objective of staff training and development was to improvise upon the quality of the trainees, their skill sets, efficiency, growth and finally organizational development and effectiveness. Methods of training and development as explained by author’s were-OJT (on the job training), coaching, induction, apprenticeship, orientation, demonstration, formal trainings and vestibule. Methods of development explained were under study, job rotation and self-development or self-assessment. Approaches to training as discussed upon were need based training, administrative approach, welfare approach, political approach and organizational development approach. Finally, as concluded by authors that staff training and development was identified as very crucial for the organizational development and effectiveness by various scholars and anchors. Since trained
employees became more productive and efficient so it reduced the close supervision, increased the motivation, quality of the employees and assisted them to be more dedicated and committed towards the goals and objectives of the organization. Authors summarized that for any company to succeed training and retraining was the key which should be pursued in the form various conferences, workshops and seminars.

Nikandrou et al. (2009) explained in trainee perceptions of training transfer: an empirical analysis and presented an empirical analysis on training transfer which was based on systemic model related to trainees. Herein they explained about the trainee’s entry behavior and the characteristics which affected the trainees learning motivation. They also analyzed, the organizational factors which affected the training transfer and the trainee himself and finally explained about the direct and indirect training transfer through the exhaustive and complex interaction of training content, methods used, trainee and the trainer. Based on the experiential training method or Project method authors did 44 exhaustive interviews on the trainees of different organizations for this study of training programs. The originality or the value derived from this study was the research-based design framework wherein the important factors were derived when the trainees were interviewed after one year of the training programs took place. They provided rich information regarding the training transfer process which was a very important and strong part of the qualitative methodology used by authors. Findings of this study provided useful data regarding the training methods, their design & management and important characteristics of trainee in this whole training transfer process. One of the important findings of this study were the results which were revealed at the start of the training only about the significant impact of trainees needs and expectations related the training transfer at workplace. Most of the trainees revealed the fact that training could help them in enhancing and developing their own skill sets and also confirmed at the early stage about their non-facilitation in application or transferring of the trainings at work place which clarified the authors that in effectiveness of the trainings and training transfer, prima-facie most important thing was training expectations and goal setting as per the trainees needs. Since the above study was not able to assess the impact & effect of training transfer on organizational performance so more studies were required based on longitudinal methodology to assess the training transfer process.
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Mahmood and Narang (2011) opinionated in a study on perception of trainers regarding effectiveness of training programmes in banking sector that training had been an intrinsic piece of everyday life since older times. Any new employee joining the company irrespective of his experience and trainings, has to undergo trainings like induction training so as to be fully aware of the company policies, ethics, rules and regulations. Many of the companies wherein there was performance management system in place were able to successfully implement effective training programs and were able to get best returns out of the same in terms of achievement of company’s goals. In this paper major objective was study of the interaction between the learning, training and achievement at one place and specification of achievement in banking sector at another place. Authors broadly divided the paper into 3 parts, one wherein the co-relation between knowledge, training and achievement was depicted in the form of conceptual model, second was the identification and documentation of the factor affecting the trainee’s performance and last was the identification of the achievement parameters of banking sector. Extensive literature review was also conducted in lieu of the same regarding the achievement parameters of banking sector which were identified and were arranged in the condition of environmental aspects. 

In this study author developed a dependable and logical scale about the measurement of the perception of trainers regarding T&D programs organized by banking sector. Primary data was collected from 125 respondents who were Trainers. Statistical tools like Cronbach alpha with value 0.86 with Construct validity yielding the five parameters named behavioral feature, inter individual results, wanted results, regular work & related issues and learnings. Results drawn from regression analysis showed the comparative importance of different parameters versus behavioral feature ranking the tomost importance. Findings of the study were that there was a positive relationship between all Knowledge, training and achievement and mentioned that knowledge /learning leads to training and was taken as successful only when wanted achievement equals the confirmed achievement. Importance of the manager’s attitude, company’s mission–vision & strategies towards T&D was highlighted. Within four environmental parameters 10variables were describing the achievement and performance in banking sector. Limitation was that no comparison was drawn between public private and multinational banks and trainee’s perception was also not gauged which calls for the further research.
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Fogeletal (2012) described in teaching sales about the importance of sales which was neglected in the realm world as pursuing a great career. Herein they discussed that Sales was to be taught in partnership with the industry. They believed that sooner “corporate-university-industrial complex” will arise and will be instrumental in sales education. Even they explained in the above study that very little education was imparted regarding sales in US Top business and very little research was conducted across US business schools even for Ph.D. programmes. Main thrust by authors in this study was that going forward the need of the hour was power of partnership i.e. corporate joining hands with academics in increasing the interest in sales as a career. In this study training and sales was discussed at length with their due importance but its effectiveness was left behind.

Joshi Parikshit & Srivastava Anuj (2012) in their research on examining the HRD practices in India PSU’S (with special reference to IOC Mathura refinery). This study is somewhat related to our subject matter research where in this research has been carried out to examine the problematic areas in HRD Climate of IOCL and HRD Subsystems of the same. Also, interlinkages between HRD Subsystems and their effectiveness in Indian PSUs were examined. Sample size was 300 Employees drawn using probability systematic sampling technique and 48 Managers selected using probability simple random sampling technique. A well-structured questionnaire checked using Cronbach’s Alpha was used to collect data from Managerial and Non-Managerial employees of the Refinery. Cross-section descriptive type with field study was used as a research design for this research study. To test the hypothesis SPSS-Chi-square statistics was used. It was concluded from the study that HRD system of this PSU is conducive for the development of the employees. Conclusion also indicated that HRD function is poorly structured & staffed, is differentiated inadequately and fails to meet the requirements of HRD system framework. This study focused on only 7 key dimensions of HRD Climate and hence is not exhaustive. Training needs of employees are completely met at this refinery as reported by 93.75% managers and 66.67% employees and perceived value of T&D by all employees is taken in a paramount importance at the refinery.

Karim et al. (2012) in their study of significance of training and post training evaluation for employee effectiveness: an empirical study on Sainsbury’s Supermarket Ltd, UK, conducted the study to find out the answer to how the trainings
through HRM department could helped in acquiring the knowledge skills and attitude which are essential attributes for any organizational success. This study highlighted the importance and requirement of effective trainings and post evaluation of the trainings which helped in designing the effective employee learning and engagement programs to capitalize the current and future opportunities. In this study author aimed at following objectives- Manager’s view and commitment towards achievement of effective training programs for its super market employees. Based on trainee’s feedback post training evaluation analysis and finally guidance to Supermarket in delivery of effective training programs and insights related to trainee’s feedback to improve upon further trainings for its employees. Empirical research methodology was employed to fulfill the requirement of objectives. Primary data was collected using semi-structured questionnaires distributed to 26 Employees of Sainsbury’s supermarket Ltd which were trained. Secondary data was collected from textbooks, articles, magazines and websites. Authors made the following recommendations: -To get most of the training, systematic training cycle should be followed, In the planning and implementation stage Kirkpatrick’s 10 factors should be considered. Coaching, Mentoring and Counseling types on the on the job trainings need to be followed to get maximum advantage from the trainings. To maximize employee’s competitive advantage, social learnings and training culture should be created by employers. Kirkpatrick’s 4 keys should be considered for implementation of 4 level evaluation of trainings. Line managers need to be deeply involved in training and development process. Trainee’s motivation for training, feedback and reward system was also the key to be included in training and development process of Supermarket. Inclusion of the Assessment culture was the need of the hour and timely employee performance development review was to be done. Authors summarized the paper by suggesting that due to the changing business environment beside trainings some other methods need to be employed for employee development likewise-Coaching, Mentoring, Counseling and Work based learnings.

Mani and Joy(2012) presented in effectiveness of training among bank employees- a comparative study of selected public and private sector banks in India, that successful training was not a cost to the company but was an investment which gives short term and long-term gains and returns. This study focused on the success and development of the trainings among the bank employees in the state of affairs between the public
and private sector banks. At length investigation was been done in this paper regarding the objectives about the prevalent training methods and structure in public and private sector banks, about the efficacy of the training structure, differences between the efficacy factors and the ways to intensify the efficacy of the training structure in the selected public and private sector banks. For the subject study multistage sampling was used and 6 banks (4 Public-State bank of India, Mumbai, State Bank of Patiala, Allahabad bank, Kolkata, Indian bank Chennai and 2 private-HDFC Mumbai and South Indian bank, Kerala) were selected with sample size of 400 as per the suitability of landscape of public and private sector regional offices of India. Primary data was collected using structured questionnaire filled from almost all the stakeholders of the banks with data conversion to organized tabulated and proportion investigation form. Further statistical tools used were: T-test, Z-test and Rank investigation. Conclusion from the paper was that successfulness of the training in public banks is greatly affected by the systematic barricades. From the T-test results it was established that private sector banks conditions were more favorable for successfulness of the training versus the public sector banks. Author concluded that different entity was required for evaluating the practical, technological and public changes to be incorporated in the training system. Evaluation was to be 360degree with uninterrupted observations and studies regarding all the social and technological changes and disputes were documented.

Authors recommended for more detailed longitudinal study about the importance of T&D involving the gamut of banking industry under the umbrella of RBI in the best interests of the employees and nation. Limitation was missing link about the comparison of public, private and multinational banks focus on front line sales managers of B2B banking sector was missing.

Salas et al (2012)in their study of the science of training and development in organizations: what matters in practice presented the facts that companies in USA solely expend billions on T&D every year. These T&D affairs permitted companies to modify, compete, play, create, assemble, guarded, upgrade services, and reach objectives. Training has been victorious in reducing the fine mistakes in hi-tech cases such as military aircrafts, hospitals and armed services. Beside that training has been important in traditional companies too wherein they had been regularly developing
their employees in this aggressive competitive era as they were aware of the fact that investing in employees give high returns.

Matter of the fact explained that training was not instinctive as it appeared, but it was more of a discipline which showed the correct or the wrong way of formulating and establishing the training program. The training investigation indicated two important findings (1) training functions (2) the method training is outlined, distributed and executed makes a big difference. In this scholarly paper author explained about the importance of training and its correct way of using it. With the usage of the review of literature authors explained about training importance and gave recommendations for executing the training program in the company. In this study complete training overview about this methodical procedure was discussed at length including “what was important before, during and after training”. All stages with their time periods, complete explanation and summarization in the form of pie was documented. Conclusion of the paper was done with the suggestions to the commander and directorial about the issues which cropped during execution of the training programs. Moreover, key questions asked by directorial and managers about the outline, distribution and execution of the training programs were included in the same. At the end some unanswered question and un-forayed areas about T&D were documented. Though they discussed about the importance, training need analysis, training methods, execution of the training program and influence of training on workforce performance but nothing was discussed B2B work force.

Amin et al. (2013) aimed in the impact of employees training on the job performance in education sector of Pakistan, to determine the following objectives:-relationship of training benefits, on the time training, co-relation of development, on the job training, off the job training and need to link the organizational policies and practices with the job performance in education sector of Pakistan. A descriptive research design with survey method was applied in this research. Primary and secondary data was collected for the purpose of the study. Sample size of 200 Pakistani Colleges’ teachers was selected for the survey research through close-ended interview schedule type questionnaire. Data was collected, analyzed and tabulated descriptively and in turn the tabulated information was used to measure the performance level of teachers using the 5-point Likert scale questionnaire. Reliability of the data so collected was studied using the Cronbach’s alpha values which turned out to be for independent variables as
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Training benefits (0.863), Development(0.822), On time training(0.832), Organizational Policies(0.889) and on the job training & off the job training(0.874). Data was further analyzed using Correlation and Regression techniques. Pearson coefficient of correlation matrix showed positive relationship between all variables. Regression table which showed the amount of variation in dependent variable (job performance) and independent variables showed 40% variation with adjusted value of R^2 as 0.401, F-value as 27.642 at 0.000 significance level which clear cut indicated that model was good since significance value was less than 0.05. Even the beta value which indicated the amount of change of dependent variable (job performance) due to change for all the independent variables was significant varying from 0.315 to -0.016.

Researchers derived the following conclusions that training leads to important benefits to all be it employees, organization or society at large. To maximize the benefits of these trainings’ researchers included multilevel, global & multidisciplinary perspective & discussed various factors like need assessment of trainings, training motivations, training design & delivery, training evaluation and transfer of training. As per researchers’ prior researches were based on employee trainings and learning but paid little attention on the affective states and learnings during & after the training in lieu of that training could have been a motivation for the employees as a factor of caring for them. Concluding the study researchers stated that training alone cannot realize all the benefits if it is isolated from other human resource management functions and could be helpful if it is done in collaboration with other HRM functions.

Jehanzeb and Bashir (2013) in their conceptual study about training and development program and its benefits to employee and organization, gave the insight how the organization need to stay ahead in this era of global competitiveness by focusing on exhaustive nurturing of their employees through training and development programs. Herein they discussed about the structure and elements of the training programs and derived the conceptual study which established the fact about the benefits derived from training and development of employees. Authors also stressed upon that organization’s realization about the importance of T&D and funding large amounts for employee’s training programs. Further to the above, researchers also described here that vigilant assessment of the literature on employee development programs was done and final conclusion was derived about the employees and organizational performance & benefits. Researchers in this study took the fact of the observation that
training led to important benefits both for employees and organizations. Since they observed that literature proposed varying benefits to individual and organization, so they implemented different disciplinary and different levels of learning and employee development programs to assess benefits derived from trainings. In this they incorporated the training design, content, delivery, evaluation and assessment after completing which they derived the matter of fact that employee development programs were very beneficial for the organizations and if there were systematic training programs, companies could harvest bigger profits and remained competitive in the job market. Furthermore, organized efficient learning and development programs with support from the management could help retain critical learned resources and could create long term benefits for both employees and organizations. Important key to the same researchers hinted on was the evaluation assessment of the success of the Training and development programs.

Murty and Faiza (2013) in their research paper of perception and attitude of employees towards training and development in public sector unit, study was conducted using descriptive & analytical type of methodology wherein primary and secondary data was collected. Primary data was collected using structured questionnaire survey method wherein the scaling technique was used based on the optional and statement type questions based on 5-point Likert scale. Though the population in permanent grades at selected PSU’s is 2130 but 700 questionnaires were floated out of which 402 received back with only 400 were usable, in this way sample size selected was systematic but sampling technique was Random sampling for generating the data. Herein the objectives of the study were to study the perception and attitude of employees of PSU’s towards T&D and their suggestions & recommendations for successful implementation of T&D at PSU’s to create a favorable organizational climate. Statistical tools – SPSS – T-test were used to analyze the data wherein the findings conclude that employees of PSU’s accept T&D practices in wholehearted manner and their attitude towards T&D practices is greatly positive like towards work environment, job satisfaction, nature of job, training and pay structure etc. it is observed that T&D practices have deep impact on the employees and motivate them. Only drawback of the study is that they haven’t done any comparison with MNC or Private sector employees or across the regions of India.
Akilandeswari and Jayalakshmi (2014) presented through the study on effectiveness of training in Indian banks that T&D was an ongoing process which improvise upon the capabilities of the trainees, their present job status and future endeavors for which due assessment was also required that upgrades the KSA’s (knowledge, skills and attitude) of the employees in the best interest of the company mission and vision. In this fast pace century need of the hour, to create a national and international rapport of the bank, was to keep up with the dynamic needs and requirements of the corporate and household demands. Banking was to reinvent and learn unlearn things which were possible only with the best practical knowledge, skill sets, competence, capabilities and favorable positive attitude towards the customers. All these KSA’s were adopted finally through best T&D programs. Objectives of this study were investigation of T&D programs adopted by banks for their employees, assessment of the success of T&D in terms of improvement of employees in their job-related performance and lastly the examination of the T&D creating the customer delight due to the training of bank employees. In nutshell this paper tried to explore about that fact that T&D is adopted by banks and their efficacy through employees about the customer satisfaction. Primary data for this study was collected by means of structured questionnaire filled by 50 employees selected by random sampling technique from banks like Repco, HDFC, Vijaya, ICICI, BOB (Bank of Baroda) which were situated in the sub urban locations of city Chennai. Secondary data was collected from some books, internet, journals and some scholarly research papers. Data was analyzed using statistical tools like-Chi-square test and cross tabulation. It was understood from the employees that they were fully aware of the T&D programs; even many of them had undergone some T&D programs and agreed that due the training programs they were able to improve a lot in their job-related performance, their practical, technical and other functional skills. Adding to it they were highly satisfied with the quality content of T&D and timings of the same and finally they were able to have customer satisfaction also due to T&D. Limitation of the study was no comparison drawn between public, private or multinational banks.

Bagul (2014) in their study about the effectiveness of employees training and development programs, discussed about the differences emerged in KSA (knowledge, skill & attitude)
of trainees after the training programmes. In this paper author presented the efficacy of training at company and trainee level. Training was designed with outmost care since lot time, money and resources were invested in them. Structured questionnaire was used for the primary feedback. As per the investigation of the facts and figures a positive summary was drawn about the T&D done by the trainers. Following objectives were part of this study like-Successfulness of the T&D and its precipitate in the achievement of the trainees, Support to the trainees in acquiring new knowledge, skill and attitude and support to motivate trainees and help in evading the inaccuracy. To overcome the challenges of public, technology and economy, T&D of the employees was the need of the hour and most companies beside the considerable cost involved in T&D still invest a lot in improving the KSA summarizing that there was no other substitute for the growth of the man power. As per author T&D function of human resource & manpower division was very important function for the operation of any company. In this fast pace changing world T&D was very important for achieving personal and company goals. T&D leads to sustainability and workability of the company and also contributes to the growth of its capacity. Limitation of the study was that it doesn’t compare public or private sector for the analysis of T&D.

Falola et al. (2014) described in effectiveness of training and development on employees’ performance and organization competitiveness in the Nigerian banking Industry and discussed about the effectiveness of training and development on employees and organizational performance across the Nigerian banking industry. Based on the premise that training was the indispensable strategic tool for employee and organization development, more & more budget was and should be diverted to employee development to earn competitive edge. Employees in turn also get new skill sets and knowledge in the new changing business environment. Descriptive research method was used for this study. Primary data using simple random technique was collected from two hundred twenty tree valid questionnaires which were completed by staff members of banks of Lagos State and South-West Nigeria. To represent the raw data collected in a meaning full manner empirical analysis was done using the descriptive statistics. Results so generated showed strong relationship between tested dependent variable and independent variable and finally among training and development, employees’ performance and organization competitive edge. Authors
recommended that banks should always be on the forefront of training their employees to have the competitive advantage in the business market. Based on the strong influence of training and development on employee performance and organizational development, authors recommended the banking industry decision makers to make conducive policies for training and development and conduct regularly need based & systematic trainings for their staff members.

Nischithaa et al. (2014) explained in the importance of training and development programmes in hotel industry that Training and Development was an integral part of any industry and learnings from other industry’s gave good insights to hotel industry for that matter. This research study was based on the on exploratory research carried on the hotel industry about the training and development through extensive literature survey. It aimed to explore the training needs and assess the effectiveness of training and development in hotel industry. Here in this paper researcher critically assessed the need and importance of training and development and its importance for the organizational success. An important constraint in this paper was the term training to accomplish both training and development. Training was normally designed so as to upgrade the skills and knowledge in the current job, were specific to the trainee for some specific goals and was done mainly by company staff members whereas Development was aimed at long term development professional goals achievement, was done by supervisor/manager only and assessed the strength and weakness of the trainee by the manager and ways were discussed to improve upon their present job performance. Researcher did this study to work out the training and development needs assessment and techniques required for the employees of hotel industry and finally methods to evaluate the effectiveness of the training and development programmes in the same industry. With this study author explained that training and development boast the morale of the employees, increase their productivity which finally contributed to the success of the organization. Authors recommendation for the hotel industry were to align their training programmes as per their strategic goals, business objectives and core values so as to have competitive edge and should learn best practices about T&D from other industry too. Finally, to have the organizational success herein hotel industry need of the hour was continuous evaluation of the training programmes done where Human resources department played critical role so
as to add or delete the programmes as per the need assessment of the employees of the hotel industry.

Nestoroska et al. (2014) through staff training in hospitality sector as benefit for improved service quality discussed about the challenges faced by the traditional hotel industry which were very well connected to the changes that occurred in the tourists demand and supply. The changes were mostly related to the tourist’s expectations about the higher service quality and diversified products. Authors hinted upon that for the success of the hospitality industry due to its nature of duties wherein the first direct contact of the hospitality industry employee and guests was done, for realization of the best service quality to the guests, training of the staff was most important. Author’s purpose of this paper was to highlight the issues related to the importance of staff training for better realization of service quality in hospitality sector. In this study authors applied different combinations research methods and techniques for collection of objective facts. Some of these methods used were induction-deduction, comparative research, methods of description and analytical and synthesis methods too. Qualitative and quantitative methods were used when this research study was conducted on the issue of staff training which was the first of its kind in hospitality industry in Republic of Macedonia. Survey through questionnaire was done with 3- and 4-star hotel general and departmental managers, which was the representative sample of 30% of the research problem. Findings and conclusion were derived using content analysis. In hospitality sector customer service quality was most important and the key factor for its success which was to be done by trained employees with right attitude and time bound only. Training for the employees was to be on continuing basis with diverse educational programs for upgradation of the skill sets of the employees. Authors presented the conclusion about the non-satisfactory performance related to awareness about the continuous training of the employees of hospitality sector of Republic of Macedonia and concluded that in today’s scenario trained and skilled employee was the need of the hour for the success of that sector or hotel and cannot just continue based on the job-based employee roles.

Rani Kavita and Garg Diksha (2014) through a study on training and development in public sector banks presented their work on two objectives – one a study based on the existing status of training and development programmes in public sector banks and second was examining the effectiveness of these trainings and development
programmes on employees in discharging their duties. Herein the authors used descriptive research design with primary data collected via random sampling of 40 in number bank employees of State bank of India, Punjab National bank and Oriental bank of commerce located in urban area of Kurukshetra via questionnaire method. In this paper they summarized that training and development is must for all sectors across globe and finally gave some suggestions for enhancing training and development strategies and how to cope with the existing challenges in this new era of tough competition in training and development sector. They concluded with the fact that growth of the service sector like banking in India has happened due to the skilled manpower outcome of the regular trainings provided by public sector banks, which in turned helped fueled the banking sector and provided delight service to the customers.

Sachdeva Shefali (2014) explained in ROI of training and development programmes: challenges and developments about the challenges faced by HRM (human resource management) department of any organization about justification of their existence and usage in the company. Many researchers, manuals and guides developed so far supported them to present their case about their deliverables and last case discussed was T&D (training and development). The set objective of this paper as discussed by researcher was the challenges faced by HRM department in ROI calculation of T&D which demanded huge amount of investment in terms of time, money and manpower by the company. Here in the researcher attempted to the address the concerns and issues related to ROI calculations by HRM department, ways to deal with it and facilitation in measurement of T&D programmes. Barrier to ROI evaluation as documented by researcher were: -Resistance on the part of HRD professionals were their inability and Unwillingness to measure ROI and Resistance on part of Top management were huge investment of time, money and trained manpower for the same. Issues or challenges as raised by researcher were Due assessment of benefits, Isolation benefits arrived out of T&D alone, Differential treatment, Determination cost, Risk element assessment and Intangible benefits. Findings made by the researcher and development made in the field of T & D were implementation of ROI calculation in the early phase of planning in a cost effective and systematic manner, ROI measurement at each level with identification and correction of the weak link there and then and some of the isolation impact of T&D techniques as discussed were control groups, trend lines, stakeholders estimates and forecasting etc. Recent trends
in ROI evaluation discussed were like e-learning. As per Galloway (2005) hybrid of ROI model and Kirkpatrick was the most appropriate method for assessing such technology-based e-learning. Even Peak & Berge (2006) wrote paper on e-learning and its utility on measuring the ROI and business results. As per American Express, Talent and Acquisition Development (2003) 75% more ROI was reported as a result of blended learning which combination of both was online and off-line learning compared to separately online and offline trainings. Finally, paper attempted to highlighted issues in this area of ROI measurement from trainings perspective and for involvement of top management greater interest and more support to ROI measurement implementation. It also attempted to draw interest of all researchers to focus on all types of training be it online or offline for ROI calculation like-Customer satisfaction, personality development training, sales training, time management training, and technical training and change management training wherein for some of them they felt challenge of quantitative analysis.

Vinesh (2014) explored in role of training &development in an organizational development and discussed about the following objectives related to role of training and development in organizational development in terms of productivity enhancement of employees, better team spirit & collaboration, improved hygiene-health & safety of the organization, better corporate image and optimized utilization of human resources. Different approaches like Reactive, Proactive and Active learning approaches were discussed at length. Hypotheses were settled for the same. Findings and conclusion of the same were that organization should continue to invest in learning & development through extensive training programs. Line managers must be involved in training & development programs and policy making of the same to have better connect and understanding of the content delivered. Good trainings should be provided which should further provide opportunities to learn and grow and finally employee’s performance should be augmented through competitive advantage. Important conclusions derived from this study was that many companies in India other than MNC’s didn’t gave due importance to T&D and unconsciously created big gaps between required skills vs attained skills and lead to disturbance between the inter-relationship of training vs performance. Due to the same gap companies started looking for training institutions which gave tailor made training programs suiting to the requirement of the customers. Therefore, the author concluded the fact that
trainings cannot be disconnected from the business activities since they had huge impact on the performance of the employees and organization. Recommendations were also done with the closing remarks with the need for effective training and development policy, training plan and effective execution of the same to realize the trained quality employees which could further helped in organizational development.

Wahab, et al. (2014) revealed in the case study of Khyber Pakhtun Khwa’s employees’ perception and motivation towards training and development programmes in health sector of Pakistan that there is no systematic and strategic approach for conducting T&D programs in health sector of Khyber Pakhtun Khwa (public sector) and herein organizational environment and political intervention were identified as the most important barriers for effectively conducting the T&D. In this study employees of this Pakistan’s PSU health sector perceive T&D just as a formality and not any value addition or benefit to their current job as they are perceived as low productive employees which further lead to low motivation, customer complaints and decreased productivity. In nutshell KPK PSU health sector doesn’t see any benefits in T&D. Even in this study no comparison has been discussed with Private or MNC sectors which is again the limitation which calls for our study on lubes sector across regions and across sectors.

A.M. Asfaw et al. (2015) in theirexplored case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia about the impact of training and development on employee performance and effectivenessused the research design wherein the survey of cross sectional type study across the target employee population like-administrative officers, archives, technical officers, office assistants, logistic staffs and secretaries were done through random sampling technique. Herein the sample size was 100 with probability proportional to size allocation was done to each profession and specialties. Purposive sampling method was used as a sampling procedure to select District five administrative office. With payroll as the sampling frame and sampling interval (k) of 2, participants were selected using simple random sampling techniques. Questionnaire in the form of comprehensive research instrument was developed with pre-test conducted, modification amendments done and thereafter questionnaire was administered via one to one interview by the trained data collector. Data was analyzed using quantitative techniques like SPSS. From the study authors derived the following conclusions like over the past 3years District five administrative
office respondent reported high level of performance due to extensive training and development programs. Methods of training employed were on the job training i.e. demonstration and re-demonstrations which yield positive results in the form of organizational effectiveness and high employee’s performance. Authors concluded the results with positive correlation coefficient ($r>0.36$) and statistical significance ($P<0.001$) for the predictable variable training and development against the critical variable of organizational effectiveness and employee performance. Finally, summarization by the authors proved the fact that training and development had positive impacts and outcomes on the District office employees. Only gap to explore further was improved systematic identification of right training programs to enhance the impact and evaluation of these training and development programs on the employees of District office. Further to the above study authors gave the recommendations like adequate budget allocation for quality training programs, quantifying the impact of these trainings in terms of quality service and client satisfactions and even evaluating the impact of these training on the employee’s performance and simulating the similar settings in future to scale up the level of trainings for other employees too.

Edinger (2015) discussed in sales teams need more (and better) coaching about the culture of coaching and training which is the need of the hour. Herein author discussed that instead of devoting the full energy & time on requesting the forecast, reviewing the pipeline, revising the forecast and pushing to close more deal in this quarter better proposition to improve the capabilities of the sales organization will be Coaching –the powerful lever. Suggestion came from the author was to inculcate the attitude of coaching in the blood of corporate culture via Establishing uniform expectations, Highlighting the exemplars and using them to spread best practices and providing rewards to those who engaged in coaching and consequences to those who opted out. This study discussed about coaching via Role plays and on the job trainings but didn’t throw much light on the effectiveness of the training and development.

Imran and Tanveer (2015) highlighted in their study of impact of training & development on employees’ performance in banks of Pakistan, about the importance of training & development and work force development carried out in the banking sector which backs the economy of the country. In the fast pace of changing global
environment and daily innovation and competition in the service sector mounting up, it was mandatory for service industry like banking sector to acquire, serve, deposit and deliver some specialized skills to its employees by some systematic and efficient way of T&D. It was very critical to keep their employees abreast with the latest changes and technologies of the service sector like banking due to world-wide sloppy situation which happened in the service sector. Descriptive and explanatory research design was employed for checking the influence of T&D on the achievements of sample size of 150 employees from sample unit of 6 selected Banks of Pakistan named as Allied bank, BOP (Bank of Punjab), NBP (National Bank of Pakistan), HBL (Habib Bank Ltd), MCB (Muslim Commercial Bank) & BAL (Bank Alfalah Ltd). Objectives of the study were evaluation of present doing, premise for good ROI (return on investment) from T&D and checking the influence of work force. Primary data was collected through well designed questionnaire meant for assessing the impact of T&D on trainee improvement of skill sets like - work awareness, quality and quantity of the work, practical skill sets, inspiration and faithfulness. Sampling method employed was referral or convenience sampling wherein the response percentage was 69.33% which is 104 quite valid responses. Statistical tools like SPSS were used for analysis while applying frequency tests and making bar charts. Finally, with the empirical investigation impact of T&D was assessed on the performance/achievement level of the trainees/employees of banks of Pakistan in the established conceptual model. Important findings from this study were that T&D had a positive impact on the performance level of the employees as most of the employee’s accord to the questionable statements stiffly or reasonably ok about the influence of Training and development on their work awareness, quality and quantity of the work, practical skill sets, inspiration and faithfulness. Therefore, it was summarized from the study that training and development had a positive influence on the performance of the employees of banks of Pakistan. However, nothing was discussed about the banks’ sales force performance or B2B/institutional work force trainings.

Korde and Laghate (2015) discussed about the impact of training on the performance of selected public sector banks named Bank of Baroda and Union bank of India. Since human resource has been considered as the human capital of the organization, in lieu of the same, cost incurred towards training of the employees was viewed as the
Review of Related Literature

investment. Here in this paper author conducted the exploratory research based on the secondary data. Author compared and analyzed the growth of various parameters like extension of the branches, number of employees, gain per employees incurred, deposits, proceeds, net NPA’s of the both the banks for the period April 2008-09 to March 2012-13, analyzed the extension between both the banks, extension of the subject banks compared to Public Sector Banks and the analysis of training cost incurred by both the banks related to the Net Performing Assets and Human Resource concerned trainings and finally the assessment of the influence of these trainings on the performance of the banks under study. Conclusion of the study was done with the findings that since BOB (Bank of Baroda) was able to understand clearly the importance of trainings well on time and so invested more time, money and resources towards the training activities of their employees including human resources & net performing assets and therefore was able to achieve superior results in different criteria’s compared to the other bank. BOB was able to build their capabilities as a national and international player placing the training as most important and core activity as a part of their business strategy when the whole world economy was going through stiff recession and conveyed the same message about their bright future due to pro-active steps taken about T&D. In nutshell authors summarized that training had a positive influence on the work performance of the banks and recommended for future research about the comparison of public and private sector banks and apt training model for this type of study. Limitation of the study was one as mentioned above comparison of public versus private and multinational banks missing and secondly this study didn’t gauge perception and attitude of the employees of banks to study the final impact of training.

Raheja Kanu (2015) in their research study about methods of training and development discussed that Training and Development was one of the critical functions of HRM which aimed at improving the employee’s skill set and their knowledge of new ways of doing their work which in turn increased their efficiency, productivity and good results for the company. Author explained the matter of the fact that with the support and help of T&D, employee and organizational development takes place if T&D is used judiciously. Here in Modern and Traditional ways of T&D were discussed. Importance of T&D was discussed at length likewise-it helped addressing the weaknesses of employees, workers performance improvement, job
performance consistency, gauging and ensuring worker satisfaction, increased productivity, reduced supervision, cost and improved service and product quality. Also difference between training which was explained as the increasing the learning curve of employee in terms of skill set and knowledge & development as was duly explained as the growth in all respects particularly attitude. Seven steps of Effective Employee T&D program discussed were-Identification of the goals, Arrangement of the training resources and content, Schedule creation, Trainer finding, Effective Communication, Progress tracking and finally feedback. Various training methods discussed by author were primarily divided into two groups named- On the job training methods such as mentoring, job rotations, apprenticeship, coaching, understudy, job related instruction technologies and Off the job training methods such as transactional training, sensitivity training, lectures, conferences, simulation training and vestibule trainings. Concepts of training as documented were like-When trainees urge for learning training need to be responsive, reinforcement in the form of awards and punishments when learning need to be made more effective, when need of change in attitude and behavior it required awards, Size of reward directly proportional to reinforcement, disruptive effect also directly proportional to negative reinforcement, when there were changes in trainees values, beliefs and attitude discussions and participations was must, Important was post training performance feedback to the trainee, repetition and practice were the key for perfection and finally the easy to understand content of the training material. Author discussed about the Post training evaluation, where the comparison of objectives versus results was the need as stated by managers, trainees and trainers. Since cost versus benefits was difficult in lieu of which benchmarking training developed. Some organizations HR people used benchmarking measures like data related to T&D for comparison of one organization to other in the same or different industry comparable to their size. An important society called ASTD (American society of training and development) with its benchmarking services like training expenditure per employee carried a T&D data base of over 1000 employers annually with detailed completed questionnaire. Even benchmarking data can be seeked from Saratoga institute & from American productivity and quality center. 4 levels of evaluation as stated by Kirkpatrick were reaction, behavior, learning & results measures.
Nagaraju et al. (2015) explained in their case study J.K. Tyre Ltd, Mysore about job satisfaction through training and development programmes and that in current times organization were struggling and continually looking up to the new ways of assessing, understanding and strategizing the employee development programs. Organizations were heading towards the retention of the talented employees and using them to the fullest for the business through strategic personality development of their employees. Prima facie planned trainings were very important and valuable to the companies in terms of greater returns to the organization like flexibility, stability and trained employees were able to handle ambiguity situation in a better professional way. This paper presented, analyzed and evaluated the level of job satisfaction and employee development programs. Paper also stressed upon the fact that skilled workforce due to better skill set, knowledge, experience and attitude gain more in professional life too. Since this study was confined to JK Tyres so primary survey was conducted on skilled and semi-skilled employees of JK Tyres only. Survey conducted to gauge their perception, view about the different aspects of Training and Development and finally their job satisfaction level. Hypothesis set were to check whether there was any significant relationship between training and development and finally of T&D with job satisfaction level. Data required for the study was collected through primary and secondary survey. Paired T-test was used as a tool for testing the data. Researchers found that many of the employees were not satisfied with the basic pay which if increased could result in increased job satisfaction level. Vocational trainings and Refreshment trainings was also the need of the hour for employees since it was grossly missing. Employees were also feeling the heat for not getting career progression due to miss of advanced technical trainings. Author felt that employees should be grouped according to their needs for the trainings. Summarization of the paper done by authors were that for any organization to achieve its objectives effective utilization of the available human resources, finances, physical resources and technology was the main responsibility. Thus, researchers concluded that need based trainings which were designed systematically was the need of the hour for the organizations to be successful.

Suhasini et al. (2015) in their study of emerging trends in training and development discussed about the transformation of the organizational training due to the technological evolution and the recent trends in training like, E-learning, You-tube,
Android gadgets-phones, Social media etc. Here in the authors studied the current and the future training trends across globe. They discussed about the corporate training initiatives taken via fierce competition among companies and through entry of multinational companies in India which took the training and development as prime for organizational development. They also discussed about the gradual movement of the companies from traditional classroom-based trainings to Computer based and Computer assisted trainings due to effectiveness and cost competitiveness. Authors discussed about the latest training methods used by the organizations like-Internet, E-learning, Interactive videos, Walkabout, Learning portals, DVD laser discs, Distance learning, Simulations and Virtual reality, Blended training, Outbound training programs, Active learnings, Corporate university and Intelligent tutorial systems etc. Most recent via media of training used were WIKI, Webinar, Smartphones and Intranet etc. Researcher explained about 7(Seven) E-learning trends in this study. Furthermore, current global trends in training and development were also discussed like-Employee training and development governance, Strategic focus, Combined training, Proactive need analysis, Conducive learning environment, Result based learnings, Performance based trainings, Learner support, Coaching and mentoring, Talent management, Tangible training measurements etc. As per authors current training trends moved on to more systematic methods for higher organizational effectiveness and finally concluded the fact organizations started linking their business strategy with training and measured the return on investment of the trainings imparted. This paper was basically based on secondary survey.

S Jency (2016) through this study on employee perception towards training and development at Indian rare earth limited (IREL) tried to assess the perception of the employees of IREL (Indian rare Earth Limited, Kollam) about T&D, their feedback, level of satisfaction post T&D and even their suggestions and recommendations for successful implementation of the same at IREL to create a favorable organizational climate. Herein employee’s preference was also identified on training methods and duration of the same. The study was exploratory in nature with responses through well-structured questionnaire from 100 Employees in 25days with data collected via primary method with employing convenient sampling technique & data from company magazines, journals & website as secondary method. Herein the researcher concluded that employees have a very positive attitude and perception about the T&D
and accepted the same wholeheartedly. This study throws us some good insights about the perceived value of T&D by the employees.

Engetou Enga (2017) in their study about the impact of training and development on organizational performance conducted research on 30 respondents, selected via convenient sampling, by means of questionnaire, interviews and personal interactions at National Financial Credit Bank, Kumba Branch and data so collected was analyzed using statistical methods and frequency tables. Researcher assessed whether they had training and development programs for their employees, what were the possible hurdles in implementation of the same and practical effects of these programs on the employee’s performance. Researcher also studied and discussed the various training methods and implementation of the same in this study. Researcher summarized that training and development programs are necessary for types of employees particularly lesser skilled to improve upon their skills and job efficiency and concluded the fact that training and development have positive impact on the overall performance of the organizations.